


GREENVILLE POLICE DEPARTMENT POLICY AND PROCEDURES MANUAL		
Chapter 35	Performance Evaluation	
Date Initially Effective 11/15/94	By The Order Of:  Hassan Aden, Chief of Police	
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To achieve its goals and objectives, the Greenville Police Department depends on the satisfactory job performance of all personnel. The Greenville Police Department shall apply fair and reliable principles of performance evaluation to all personnel to ensure the best use of human resources, ensure that personnel problems can be identified and resolved promptly and fairly, and ensure optimum job satisfaction for personnel.

35.1.1 PERFORMANCE EVALUATION SYSTEM

CALEA Standard: 35.1.1

The Greenville Police Department's performance evaluation system is coordinated by the Chief of Police. Performance evaluations shall be documented using the Greenville Police Department Performance Appraisal Report. The *PERFORMANCE APPRAISAL AND EVALUATION PROCEDURES MANUAL* contains the following:

- The procedures for the use and completion of the Performance Appraisal Reports
- Performance Standards for the different job tasks listed on the Performance Appraisal Report
- Measurement ratings for each performance level as defined in the "Definitions" section of the Manual
- Responsibilities of the supervisor (rater) conducting a performance evaluation

Upon promotion or transfer to a position requiring the evaluation of a subordinate's performance, personnel shall receive training, as soon as availability and scheduling permits, in conducting performance evaluations and completing Performance Appraisal Reports.

35.1.2 SCHEDULED PERFORMANCE EVALUATIONS

CALEA Standard: 35.1.2, 35.1.3

Annual Evaluations

Performance evaluations for regular full-time employees of the Greenville Police Department shall be conducted annually. Completed Performance Appraisal Reports shall be submitted to the Bureau Commander by the 10th day of the month in which the evaluations are due.

Performance evaluations shall be documented using the Greenville Police Department Performance Appraisal Report.

Probationary Employee Evaluations- Sworn Employees

Newly appointed entry level sworn employees shall be evaluated at least quarterly. Daily Observation Reports (DORs) are scheduled evaluations conducted as part of the Field Training Program. These DORs will serve as the first quarterly evaluation for the new police officer or until the sworn employee is released from training. Once released from training the second quarter evaluation will be completed by the training coordinator. The second quarter evaluation shall be completed on the Training Unit Six Month Preliminary Evaluation Memorandum. The

third quarter evaluation shall be completed by the employee's shift supervisor on the Greenville Police Department's standard evaluation form. The fourth quarter (twelve month) evaluation shall be completed by the employee's shift supervisor on the Greenville Police Department's standard evaluation form.

Probationary Employee Evaluations-Non-Sworn Employees

All non-sworn employees will receive a probationary evaluation at three months and six months from date of hire. Daily Observation Reports (DORs) are scheduled evaluations conducted as part of the Field Training Program for Animal Control officers and Communication Center personnel. These DORs will serve as the first quarter evaluation for the Animal Control officers and Communication Center personnel or until the employee is released from training. The second quarter evaluation shall be completed on the Greenville Police Department's standard evaluation form by the employee's supervisor.

If there are no significant performance issues necessitating an extension of the probationary period, then the employee will be released from probationary status pursuant to City of Greenville Personnel Policies, Article IV, and Section 6.0. If probation is extended, evaluations will continue to be conducted quarterly during the probationary period.

35.1.3 CRITERIA FOR PERFORMANCE EVALUATIONS

CALEA Standard: 35.1.4, 35.1.5,

Employee Assignment

Performance evaluation criteria are specific to the position occupied by the employee during the rating period. Performance evaluations shall be based only on performance of the employee's assignment during the rating period. The performance evaluation shall be based on the job tasks established for each position.

Performance evaluations shall be documented on the Performance Appraisal Report appropriate to the position to include:

- Administrative personnel
- Supervisory personnel
- Investigative personnel (Detective)
- Forensic Services personnel
- Patrol officers
- Telecommunicators
- Civilian (non-sworn) personnel

Rating Period

Performance evaluations shall be conducted quarterly on entry-level employees and semi-annually after the date of employment for non-entry level for the first year of employment, then annually thereafter. The dates of the evaluation period shall be reflected on the front page of the Performance Appraisal Report. Performance evaluations shall be based only on the employee's performance during the specific rating period shown on the face of the report. Performance of the employee prior to or following the rating period shall be excluded from the rating for that period.

Explanations for Performance Ratings

Raters shall substantiate ratings of below standard (unsatisfactory), standard (satisfactory), and above standard (outstanding) by providing comments in the appropriate spaces of the Performance Appraisal Report.

Evaluation by Immediate Supervisor

Performance evaluations shall be conducted, and Performance Appraisal Reports completed, by an employee's immediate supervisor. Performance evaluations of employees who are transferred or reassigned shall be conducted as follows:

- If the new position is under similar job tasks as the previous position, the evaluation shall be based on performance in both positions.
- If an employee is transferred or reassigned to a position having a different set of job tasks, and has been in the position less than 90 days, the employee shall be evaluated under the job task for the former position by the previous supervisor with input from the current supervisor.
- If an employee is transferred or reassigned to a position having a different set of job tasks, and has been in the position 90 days or more, the employee shall be evaluated under the job tasks for the new position by the current supervisor with input from the previous supervisor.

Review by Supervisor of Rater (Chain of Command)

Each performance evaluation as documented on a Performance Appraisal Report shall be reviewed and signed (with comments if necessary) through the appropriate chain of command to the Chief of Police.

Employee Provided a Copy of Performance Appraisal Report

A copy of the completed Performance Appraisal Report shall be provided to the employee after it has been reviewed and signed by all appropriate command personnel. Nothing in this section shall prevent an employee from being provided, upon request, a copy of the Performance Appraisal Report any time during the review process.

Process for Contesting Performance Appraisals

Performance Appraisals are not grievable under Article X, Grievance Procedures, of the City of Greenville Personnel Policies. However, if an employee believes that the rating or comments reflected in the Performance Appraisal Report are inaccurate or otherwise not indicative of the employee's overall performance; the employee may contest the rater's decision.

The process for contesting the performance appraisal shall be in the form of an addendum by the employee evaluated. The addendum must be completed and forwarded to the Chief of Police through the chain of command within 72 hours of the employee's performance review.

The Chief of Police shall review the performance appraisal and addendum and may direct further action or revision. The decision of Chief of Police in contested performance evaluations shall be final.

Retention of Performance Appraisal Reports

All Performance Appraisal Reports shall become a permanent record in the employee's personnel file. The original shall be forwarded to the City of Greenville Human Resources Department. A copy shall be filed in the employee's personnel file.

35.1.4 EMPLOYEE INVOLVEMENT IN PERFORMANCE EVALUATIONS

CALEA Standard: 35.1.6, 35.1.7, 33.8.1

Below Standard (Unsatisfactory) Performance Notification for Non-Probationary Employees

An employee's immediate supervisor shall notify the employee in writing if the employee's work performance is below standard (unsatisfactory) any time during the employee's rating period. The written notification shall be provided to the employee in a timely manner. The written notification should identify measures the employee shall take to improve performance.

Review of Performance Evaluations by Employees Following the Rating Period

Employees shall be given the opportunity to review their Performance Appraisal Report with the rater prior to the report being forwarded through the chain of command. The review shall include a discussion between the rater and the employee of the areas evaluated.

After reviewing his or her Performance Appraisal Report, each employee shall be requested to sign the Performance Appraisal Report indicating that the employee has read and understands the report. The employee may indicate agreement or disagreement with the evaluation by marking the appropriate box on the Performance Appraisal Report. The employee may make the written comments concerning the evaluation on a supplemental sheet and attach the comments to the Performance Appraisal Report.

Employee Performance Goal for Beginning of New Rating Period

To ensure that employees fully understand specific duties and responsibilities, supervisors shall be responsible for counseling employees under their immediate supervision at the beginning of each employee's rating period with regards to:

- Tasks of the positions occupied
- Level of performance expected
- Evaluation rating criteria

An employee's immediate supervisor is expected to counsel an employee regarding work performance any time deemed necessary during that employee's rating period. If the below standard (unsatisfactory) work performance continues after the employee has received written notification, this information should be included in the employee's Performance Appraisal Report.

Employee Career Development Goals

During the performance evaluation interview, the employee's immediate supervisor shall include discussions concerning the employee's career goals within the agency. The evaluation interview is an appropriate time and means to assure the employee opportunity to discuss topics such as:

- Advancement
- Specialization
- Training Appropriate to the Employee's Position

Employees are asked to complete a career development annual review form as a component of the performance evaluation. A copy of the form shall be forwarded to the Training Coordinator to assist in coordinating employee-training interests with training availability and funding.

Employees are also encouraged to discuss any training and career development issues with their immediate supervisor and/or the Training Coordinator during the time between performance appraisals.

35.1.5 REVIEW OF THE SUPERVISING RATER

CALEA Standard: 35.1.8

As part of their annual performance evaluation, supervisors shall be evaluated on their ability to conduct performance evaluations and complete Performance Appraisal Reports. Supervisors shall be assessed on the quality of the evaluations with regards to:

- Fairness and impartiality of ratings
- Participation in counseling rated employees
- Ability to carry out the rater's role in the performance evaluation system

35.1.6 PERSONNEL EARLY WARNING SYSTEM**CALEA Standard 35.1.9**

The Office of Internal Affairs is responsible for administering a Personnel Early Warning System and initiating follow-up review procedures that will identify employees who may be experiencing difficulty in their job performance. The purpose of such a program is to help reduce personal civil and criminal liability to the employee and the Department and to assist the employee in improving job performance.

Early Warning System (EWS) Application

The Early Warning System is limited in application to:

- Monitor complaints on non-sworn employees
- Monitor complaints, use of force incidents and Departmental motor vehicle accidents on sworn employees

The Early Warning System does not change the responsibility supervisors have as the primary source for monitoring performance and behavior of personnel on a daily basis. Supervisors shall continue to be alert to, and monitor, the strengths and weaknesses of employees assigned to their unit or platoon. Examples of behaviors and actions symptomatic of personnel difficulties include:

- Uncharacteristic or repeated citizen's complaints
- An increase in Use of Force incidents
- Abrupt changes with regard to tardiness, absenteeism, erratic mood swings, unreasonable irritability or aggressiveness, or repeated instances of failure to act *or* overreaction in the line of duty
- Indications of alcohol and/or substances abuse
- An accumulation of Employee Conference Reports within the same annual performance evaluation period
- Significant negative changes in the employee's annual performance review

Any employee who becomes aware of a fellow employee exhibiting any of the described symptoms shall bring their concern to the attention of their supervisor.

Early Warning System Reporting

The Office of Internal Affairs, or designee, will be responsible for administering the EWS and generating the report specified by this policy. Supervisors who detect the need for an EWS review, based on criteria set forth by this policy, will notify the Office of Internal Affairs.

The Office of Internal Affairs, or designee, will maintain a file, separate from other personnel files, which will be used as a tracking system for reported complaints, uses of force, and Departmental motor vehicle accidents. Records will be maintained on individual employees. In an effort to keep all records centralized, prior supervisors will be required to forward a copy of all motor vehicle accident reports involving an employee and Departmental vehicle to the Internal Affairs Unit. The Internal Affairs Unit will provide copies of any documentation needed for compliance with this policy.

When any employee has been the subject of the following listed criteria within a **twelve month time period**, the Office of Internal Affairs, or designee, will prepare a **Personnel Early Warning System Report**.

- 4 Departmental Motor Vehicle Accidents or
- 4 Documented Complaints (Citizen and/or Internal) or
- 4 Use of Force Incidents or
- 8 Combination of Above Incidents (any combination totaling 8 of the above)

The report will consist of a brief summary of the complaints and/or uses of force, including dispositions when available. Personnel Early Warning System Reports will not render any conclusions nor make any determinations about the involved employee. These reports are designed to assist in an Early Intervention Review that will evaluate and guide the employee. Personnel Early Warning System Reports alone do not form the basis for disciplinary action.

Early Warning System Review Process

Once completed, the Office of Internal Affairs will forward Personnel Early Warning System Reports to the appropriate Bureau Commander according to the employee's assignment.

The Bureau Commander will then direct the employee's platoon or unit supervisor to discuss the Personnel Early Warning System Report with the affected employee and seek their comments. The supervisor will meet with the employee and prepare a written statement concerning his or her findings. The interview must be conducted and the completed report returned to the Bureau Commander within 5 working days.

The appropriate Bureau Commander will arrange a meeting with the employee's supervisor within 5 days of receiving the completed Personnel Early Warning System Report. The Bureau Commander and employee's supervisor will review and discuss each reported incident and all comments to determine if a problem exists and to identify a possible solution. If the Bureau Commander determines that additional action is warranted, the report will be returned to the Office of Internal Affairs with the appropriate Bureau Commander's written statement requesting that an "**Early Intervention Review**" be conducted.

The Office of Internal Affairs, or designee, will be responsible for arranging a meeting between him/herself and the Chief of Police, the involved Bureau Commander, the affected employee, and the employee's supervisor. The Office of Internal Affairs will organize a profile of the affected employee's development to include the Use of Force reports, documented complaints, accident reports, and other details such as sick leave, commendations, performance reviews, and any other pertinent information.

This **Early Intervention Review** will include an informal discussion to encourage effective communications. The employee is informed as to why they were selected for an Early Intervention Review and what the procedure will be. Listed complaints, observations, and/or patterns of behavior are discussed, as well as the awareness of potential consequences of civil liability. The review is primarily aimed at correcting deficiencies through proper training, direct supervision, guidance, and/or counseling through the Employee Assistance Program.

Following the Early Intervention Review, the involved supervisors and the Chief of Police will meet outside the presence of the affected employee. A decision will be made to refer the employee to one of the six options listed below, or a combination thereof:

- Additional training in the area of identified deficiencies, such as interpersonal skills, firearms, use of force, or defensive tactics.
- Closer supervision and tracking by the immediate supervisors.
- Referral to a psychologist for evaluation
- Reassignment
- Referral to the Employee Assistance Program
- No action to be taken

All documentation concerning the Personnel Early Warning System and Intervention Review reports will be kept separate from the employee's personnel file and maintained by the Office of Internal Affairs or designee. The Office of Internal Affairs will be responsible for attaching a memorandum providing a short synopsis of the Early Intervention Review, the future actions to be taken, and the identification of those supervisors involved.

To aid in assessing the benefits of the Early Warning System, the Office of Internal Affairs will keep a file of the reviews that are initiated by the EWS and will submit an annual evaluation to the Chief of Police. The Chief of Police will use this report to determine if any changes need to be made to the program.